



**CWM in search of senior management team**

# **INFORMATION PACK**

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## About CWM

Established in 1977 out of the former London Missionary Society, the Council for World Mission (CWM) is today a worldwide partnership of 31 churches in mission representing 15 million Christian believers spanning six regions across the globe. With a commitment to mission and in partnership through CWM, the member churches support one another by sharing the resources of money, people, skills, insights and experiences. CWM's work is directed by the Trustee Body comprising representatives from all member churches as elected by an Assembly of the member churches once every three years.

## Staff and Structure

The Secretariat is headed by the General Secretary, who is also the Chief Executive Officer of the organisation. The Executive Secretaries (Empowerment and Training, Justice and Witness, Reflection and Research, and Mission Enabling), Finance Secretary, Communications Secretary and Deputy General Secretary are directly accountable to him/her.

Staffing structure and job content of all posts in CWM are subject to decisions by the General Secretary, the Officers Group and the Trustee Body. Flexibility and collaborative working are requirements of all CWM post-holders.

The respective job description should be considered as a guideline to the tasks and responsibilities of the post-holder and does not represent a comprehensive definition of the role and its expectations. Details are subject to change and expansion.

## Competency Framework for Senior Management Team

In addition to the Person Specification listed in the respective job descriptions, the below Competency Framework outlines the range of qualities and behaviours required of every senior management role for proficient work performance.

Competency	Leadership	Strategy	Mission-Enabling	Results Focused	Region-Focused	Team Working	Communication
	Inspiring, supporting and developing others to achieve outstanding levels of performance.	Constantly seeking to improve the way things are done, through analysis, creativity, problem solving and reflection.	Delivery of CWM's objectives through effective setting of personal and team goals.	Getting the job done in an efficient way.	Creating the best possible environment for each of the regions to be heard	Co-operating with, and respecting colleagues to exceed the sum of individual efforts	The ability to listen, express and articulate information effectively.
Qualities	Empowerment, Strategist, Political Awareness, Knowledgeable, Inspirational, Generosity of spirit	Committed, Strategist, Reflective, Theologian	Appreciative, Supportive, Motivational, Solidarity, Justice, Discernment	Decisive, Experienced, Realistic, Strategist, Organised, Capacity Building	Strategist, Neutrality, Equality, Unity, Diversity	Sympathetic, Diplomatic, Collaborative, Engaged	Responsive, Approachable, Visible, Accessible, Truthful, Sense of Humour
Behaviours	<ul style="list-style-type: none"> <li>○ Is personally committed to CWM's mission and demonstrates the importance of this to others.</li> <li>○ Champions the organisation's culture and values at every opportunity.</li> <li>○ Facilitates empowerment and growth.</li> <li>○ Delegates to ensure objectives are met, whilst providing appropriate experiences that help people grow.</li> <li>○ Encourages co-operation with other units, so CWM benefits as a whole, through a consistent, joined –up approach.</li> <li>○ Accepts, and learns from, constructive criticism.</li> <li>○ Operates with integrity.</li> </ul>	<ul style="list-style-type: none"> <li>○ Uses a range of methods to encourage others to come forward with new ideas and try out new approaches.</li> <li>○ Thinks laterally and has their own ideas on how to develop/ or improve CWM's mission.</li> <li>○ Welcomes change, responding positively to it, recognising that change is needed to continue to drive performance forward.</li> <li>○ Plans and implements a structured approach to programmes so that they are successfully implemented, whilst safeguarding standards.</li> <li>○ Reflects theologically on CWM processes, goals and priorities.</li> </ul>	<ul style="list-style-type: none"> <li>○ Communicates CWM's mission, explaining how this links to the wider Christian community as a whole.</li> <li>○ Sets clear and achievable targets for their projects and the organisation.</li> <li>○ Provides positive reinforcement of good performance.</li> <li>○ Focuses CWM work on the dispossessed and solidarity with the margins.</li> <li>○ Listens and engages and develops meaningful programmes in response.</li> <li>○ Understands effective missionary models that will lead to renewal and transformation.</li> <li>○ Raises critical questions.</li> </ul>	<ul style="list-style-type: none"> <li>○ Plans ahead, anticipating changing demands on their unit and the organisation as a whole.</li> <li>○ Is able to prioritise effectively.</li> <li>○ Creates stretching, yet achievable, strategic plans.</li> <li>○ Operates strategically, planning ways to improve performance, to deliver short and long term objectives.</li> <li>○ Deals with ambiguity well and re-tests decisions.</li> <li>○ Raises a prophetic witness to CWM members and their congregations, to challenge and inspire them to seek renewal and transformation in their churches.</li> </ul>	<ul style="list-style-type: none"> <li>○ Maximises support to missionary congregations.</li> <li>○ Engages with people from different cultures and reflects the cultural breadth within the partnership</li> <li>○ Challenges, encourages and equips member bodies to share in God's mission.</li> <li>○ Ensures regional success and achievement.</li> <li>○ Champions round-table approach.</li> <li>○ Takes full responsibility for conflicts and objections and seeks to resolve these through "win-win" solutions.</li> <li>○ Works within CWM policies and guidelines to determine correct offering.</li> </ul>	<ul style="list-style-type: none"> <li>○ Ensures teams and round-table high performance is consistent and effective over long time periods.</li> <li>○ Works co-operatively across units to share information, theology and ideas.</li> <li>○ Places organisation, unit and team success above personal success.</li> <li>○ Engages fully in missionary work, irrelevant of their specific role.</li> <li>○ Works as an Executive, and recognises overlap and flexibility between their role and others.</li> </ul>	<ul style="list-style-type: none"> <li>○ Encourages open communication between peers.</li> <li>○ Listens and engages effectively, considering all points of view before responding flexibly.</li> <li>○ Delivers messages in a consistent manner.</li> <li>○ Has outstanding interpersonal skills, able to forge relationships with a wide variety of people very quickly.</li> <li>○ Work to deepen partnerships</li> </ul>

# **JOB DESCRIPTIONS**

- 1) Deputy General Secretary
- 2) Programme Secretary, Empowerment & Training
- 3) Programme Secretary, Reflection & Research
- 4) Finance Secretary

## 1) DEPUTY GENERAL SECRETARY

Responsible to:	The General Secretary
Responsible for:	All Administrative Staff
<b>Main purpose of the role</b>	
<ol style="list-style-type: none"> <li>1. To be responsible for the operations management of CWM through the development and maintenance of sound administrative policies and procedures which support the proper legal and constitutional governance of the organization.</li> <li>2. To service, support and resource governance meetings of CWM, in particular the meetings of the Assembly, Trustee Body and Officers Group.</li> <li>3. To provide leadership and oversight of all Human Resource functions and concerns of the Secretariat, globally and regionally.</li> </ol>	
<b>Main responsibilities</b>	
<ol style="list-style-type: none"> <li>1. Develop and maintain sound administrative procedures for the proper legal, constitutional and best practice management of the CWM's business as a mission organization. Oversee CWM's records management policy. Manage the day to day operations of the office and oversight of administrative staff. Working alongside the Managing Agents of the building, supervise and direct the work of contractors responsible for office and facilities management.</li> <li>2. Carry overall responsibility for the setting up and servicing of Assembly, Trustee Body and Officers Group meetings.</li> <li>3. Coordinate and develop the 'operational' risk management system and procedures in conjunction with senior staff, so that all major risks to CWM operations are identified and the agreed risk mitigation policies implemented.</li> <li>4. In liaison with the Company Secretary and other relevant staff, be conversant with and ensure that CWM complies with constitutional regulations and legal requirements governing the organisation.</li> </ol>	
<b>Person Specification</b>	
<ol style="list-style-type: none"> <li>1. At least five years experience in operations administration or related field, essential. Such experience if obtained through a church related organization, charity or an ecumenical organization would be an asset.</li> <li>2. Previous experience in handling of statutory and constitutional regulations relevant to the organization's governance would be desirable.</li> <li>3. A degree (or other recognized qualification) in business studies, administration or management.</li> <li>4. Exposure to theological education or discourse, desirable.</li> <li>5. Ability to work in a multicultural team and communicate with people from a multiplicity of national, ethnic and professional cultures.</li> </ol>	

## 2) Programme Secretary, Empowerment & Training

Responsible to:	The General Secretary
Responsible for:	Associate Secretary
<b>Main purpose of the role</b>	
To engage with member churches and ecumenical partners for cross-cultural learning, mission exposure, vocational development, empowerment for mission and leadership formation.	
<b>Main responsibilities</b>	
<ol style="list-style-type: none"> <li>1. Develop processes that allow member churches to identify capacity weaknesses and use available resources strategically and intentionally to address same for the effective mission engagement of the churches.</li> <li>2. Work with member bodies to intentionally connect human resource development with mission planning and engagement, giving focus to the use of special scholarships.</li> <li>3. Facilitate the ongoing renewal of programmes for the enrichment and empowerment of youth, women and men, with emphasis on learning reflection on emerging mission issues.</li> </ol>	
<b>Person Specification</b>	
<ol style="list-style-type: none"> <li>1. A global understanding of mission theology and practices, essential.</li> <li>2. Qualifications in the subject areas of theology and missiology at postgraduate degree level, preferred.</li> <li>3. Awareness of, and appreciation for leadership informed by social ethics, value of cultural diversity and the place of Christian mission in community transformation, desirable.</li> </ol>	

### 3) Programme Secretary, Reflection & Research

Responsible to:	The General Secretary
Responsible for:	Associate Secretary
<b>Main purpose of the role</b>	
To facilitate missiological research and reflection that supports and accompanies member churches in their quest to, clarify theological understanding, seek God’s liberating presence, deepen understanding of, and engage with God’s mission in the 21st century.	
<b>Main responsibilities</b>	
<ol style="list-style-type: none"> <li>1. Develop and manage clear processes for identifying, collating and sharing resources.</li> <li>2. Develop a roving faculty that will engage and explore with member churches the issues of “empire” and other issues related to faithful Christian witness.</li> <li>3. Commission and oversee the writing of the missional stories of member churches.</li> <li>4. Engage with churches, theological institutions and ecumenical bodies, globally and regionally, on the place of missiology in theological education and pastoral engagement.</li> <li>5. Facilitate the shaping of a spirituality/spiritualities for mission in the 21st century and explore ways to faithfully live such spiritualities.</li> <li>6. Engage in a continuous process of sourcing and/or production of material, stories, and experiences to support member churches in carrying out their mission.</li> </ol>	
<b>Person Specification</b>	
<ol style="list-style-type: none"> <li>1. A global understanding of mission theology and practices essential.</li> <li>2. Qualifications in the subject areas of theology and missiology at postgraduate degree level, preferred.</li> <li>3. Strong ability to think and plan strategically.</li> <li>4. Ability to present and engage theological ideas to diverse audiences.</li> <li>5. Commitment to and understanding of CWM’s ethos of partnership in mission.</li> </ol>	

## 4) Finance Secretary

Responsible to: The General Secretary

Responsible for: Accountant, Accounts Assistants

### Main purpose of the role

1. Provide leadership and oversight of CWM’s financial and fixed assets, ensuring proper stewardship of all such resources and enabling systems and policies that reflect the values of CWM.
2. Review, recommend and implement policies governing the proper financial administration of CWM and its assets.
3. Establish and maintain sound financial systems of accounting and control over CWM’s common financial resources.

### Main responsibilities

1. Leading and managing the key finance teams and financial processes including financial reporting, regulatory reporting and management reporting.
2. Establish clear internal financial controls in compliance with audit requirements, incorporating appropriate segregation of duties, and ensuring that controls are consistently applied.
3. Review and recommend investment policy; and directing and monitoring the performance of investment managers in liaison with Investment Advisors and the Investment Committee.
4. Be responsible for the management of investment and operational property, and monitor and act upon issues surrounding other assets belonging to CWM.
5. Communicate CWM Trustee Body’s expectations of principles of financial reporting to member churches, regions, ecumenical partners and other fund recipients. Monitor adherence to these principles, both with general accountability (annual unqualified audited accounts) and with specific accountability for grants received.
6. Ensure that all plans, programmes and expenditure, effectively meet the requirements of CWM churches and Trustees and that their effectiveness is evaluated.
7. Prepare, monitor and manage an annual budget for the units within agreed guidelines.

### Person Specification

1. Qualification as a Chartered Accountant.
2. Strong knowledge and ability in financial accounting, control and reporting methods and standards, preferably within the charity sector.
3. Strong knowledge of Singapore financial regulations.
4. Knowledge of computerised information systems used in financial applications.
5. Previous experience in managing a finance team, audit and accounting roles.
6. Good presentation skills – both producing written financial reports and verbal presentation.
7. Ability to communicate and explain financial concepts and data to non-financially-trained persons.

## FURTHER DETAILS

### 1) Type of Appointment

All the four appointments will be offered on the basis of a 4-year contract, renewable once for a further 4 years by mutual agreement, subject to meeting Singapore work permit requirements where applicable.

### 2) Circumstances

- Membership of a CWM church.
- Ability to work primarily in Singapore.
- Openness to travel internationally, to member churches and the six regions of CWM.

### 3) Salary & Benefits

- Salary of S\$55,692 to S\$100,243 per annum, dependent on experience and qualifications.
- Contributions to Central Provident Fund, where applicable.
- Annual leave.
- Medical benefits.
- Expatriate package (if applicable) including housing allowance and retirement benefit.

### 4) Recruitment Process

All candidates who are deemed to offer a close match to the criteria in the job description will have a preliminary interview with CWM. Preliminary interviews will ideally take place in person, but given the international nature of this recruitment, the preliminary interview may need to take place by telephone. The aim of this interview is to discuss the role in detail and to establish that you have the required experience and competencies, whilst giving you the opportunity to ask any questions you may have.

Following the completion of the preliminary interviews, short-listed candidates will then be asked to attend an interview in person in mid January in Singapore. Upon selection, the process of applying for an employment pass (if applicable) will then commence. It is envisaged that the successful candidate will take up the post between March and May 2012 depending upon his/her circumstances.